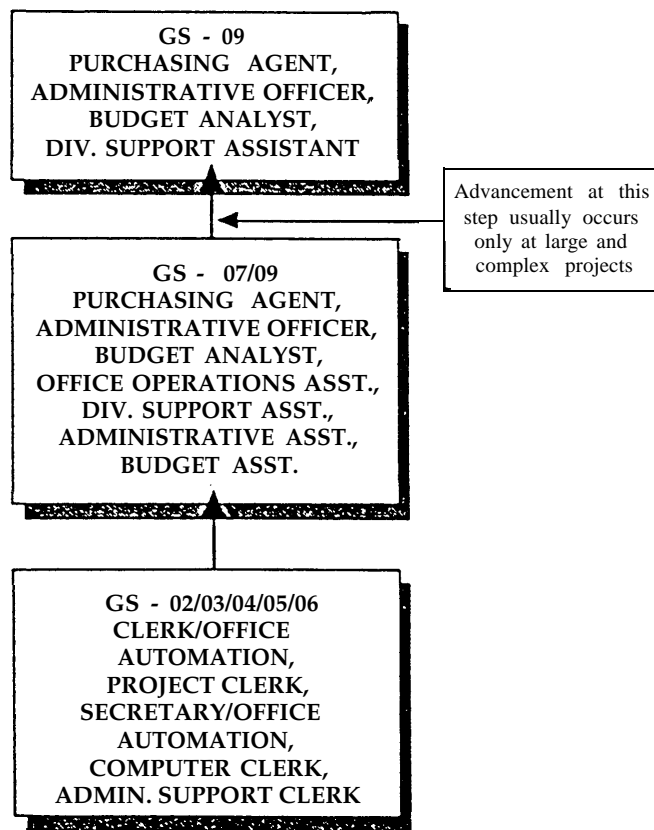


## CHAPTER 6

### CAREER DEVELOPMENT PLAN FOR ADMINISTRATIVE SUPPORT TEAM MEMBERS

#### GS 03 - 09

**6-1. Career Development Plan for Administrative Support Team Members.** Corps civil works natural resources management administrative support team members are stationed at project offices, district and division offices, and at headquarters. This category of positions includes clerk/secretary. The bulk of administrative support team members are, however, located at project field offices. The career paths for both the secretarial group and the office administrative specialists group are both discussed in this section. Their pathways are incorporated into a single diagram (see Figure 6-1) because of the similarities of the two groups. Many individuals who start their careers as lower graded secretary/clerk typists later move on to higher level secretarial and administrative specialist positions. Few of these positions exist in the field with the ultimate grade levels depending on the size and complexity of the project. A list of some of the more common administrative support positions is provided in Table 6-1.



**FIGURE 6-1. CAREER DEVELOPMENT PLAN FOR ADMINISTRATIVE SUPPORT TEAM MEMBERS**

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**TABLE 6-1. LIST OF TYPICAL ADMINISTRATIVE SUPPORT POSITIONS**

POSITION	CLASSIFICATION
Administrative Assistant	GS-0303
Administrative Officer	GS-0341
Administrative Support Clerk	GS-0303
Budget Analyst	GS-0560
Budget Assistant	GS-0561
Clerk Typist	GS-0322
Clerk/Office Automation	GS-0303
Computer Clerk	Varies
Division Support Assistant	GS-0301
Office Automation Clerk	GS-0326
Office Operations Assistant	GS-0303
Purchasing Agent	GS-1105
Secretary/Office Automation	GS-0318
Services Clerk	GS-0303

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**6-2. Description of Duties - Administrative Support Positions, GS 01 - 06** Entry-level administrative support team members sort mail, file correspondence, complete simple forms, type, take messages, make copies, run errands, and answer the telephone. More experienced team members within this group generally work more independently and perform significantly more complex and technical tasks. Such tasks may include file maintenance, correspondence control, user fee administration, report preparation, personnel actions, timekeeping and procurement.

**6-3. Description of Duties - Administrative Support Positions, GS 07-09** Individuals in these types of positions often direct and maintain large and complex project office administrative programs. They work under the general supervision of a more experienced and generally higher-graded team member and are responsible for organizing work plans and exercising initiative and judgment in the accomplishment of their assigned work. Administrative support team members are responsible for the conduct of clerical, administrative, personnel processing, bookkeeping, and budget support functions in their respective offices. Positions such as budget assistants and purchasing agents may be highly specialized and technical, particularly when located in district and division offices. Virtually all of these positions require the extensive use of personal computers with word processing and spreadsheet software. These positions may be supervisory in nature depending upon the circumstances at the work site.

**6-4. Educational Requirements.** The administrative support workplace is becoming significantly more complex in areas such as office automation and data processing. Time keeping, cost tracking and funds management, and the preparation of reports and correspondence require a high level of proficiency in the use of personal computers. Compliance with environmental regulations and the accompanying record keeping procurement guidance, and budget procedures all require a thorough knowledge of a complex body of regulations. Complexity has entered a profession that, at one time, was considered only typing and filing. Administrative support team members are generally employed based on previous experiences, vocational school attendance, and/or performance on skills tests such as typing or stenography. Skills are often honed by occupying entry level administrative support positions of lesser complexity and responsibility. While no formal education is required for administrative support positions, an increasing trend is to see individuals with some formal education beyond the high school level competing for these positions.

**6-5. Formal Classroom Training.** Most PROSPECT courses are developed for technical and professional specialists. Locally-sponsored formal training has not been developed for administrative support team members. Formal training is available from the Corps for those occupying specialized administrative positions such as budget assistant and purchasing agent. Administrative support supervisors have a wide variety of formal training available through the Office of Personnel Management (OPM) and the private sector. A partial list of formal classroom courses and available sources is presented in Table 6-2.

**6-6. Technical Courses (Classroom and Correspondence).** Most technical training consists of localized opportunities set up through various vocational schools and technology centers. These courses may be developed or contracted at the local level and can provide refresher training as well as new skills. A wide range of training opportunities is also provided by OPM in larger cities. The Department of Defense offers correspondence courses that meet a variety of needs. Supervisors and human resources training officers help team members determine if local courses meet Corps requirements for approved training. Table 6-3 provides a list of suggested technical courses.

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**TABLE 6-2. FORMAL COURSES FOR ADMINISTRATIVE SUPPORT TEAM MEMBERS**

GRADE	(REQUIREMENT) COURSE DESCRIPTION	SOURCE
GS 03-05	(M) Time Keeping (3)	Varies
	(HR) Filing	Varies
	(HR) Introduction to Microcomputers	Varies
	(HR) Communication Skills	Varies
	(R) Customer Service Training	Varies
	(R) Achieving Secretarial Excellence in the 1990s	Varies
	(R) Procurement Training	Varies
GS 06-09	(HR) Supervisory Development Course (1)	Varies
	(HR) Supervision and Group Performance (1)	Varies
	(HR) O&M Contracts (2)	Huntsville
	(R) Local Budget Training	Varies
	(R) Technical Writing	Varies
	(R) Leadership Education and Development	CAL
GS 09	(HR) Human Resources I & II	Huntsville
	(HR) Advanced O&M Contracts (2)	Huntsville
	(HR) Procurement Training	Varies
	(HR) Budget Training	Varies

(M) Mandatory

(HR) Highly Recommended

(R) Recommended

(1) Mandatory for supervisors

(2) For those involved in contracting

(3) Mandatory for timekeepers

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**TABLE 6-3. TECHNICAL COURSES FOR ADMINISTRATIVE SUPPORT TEAM MEMBERS\***

Applicable word processing  
Applicable data base and spreadsheet  
Secretarial techniques  
Time Management  
Office Management  
Multi-Media First Aid/CPR  
Graphics and desktop publishing  
Defensive Driving  
Total Quality Management

\* See Career Development Bulletin Board for more current listing

Note: Training sources can be identified through human resources offices.

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**6-7. Developmental Assignments.** Developmental assignments (see Table 6.4) provide administrative support team members with opportunities for personal growth as well as to become well-rounded team members. Typically, these types of assignments do not occur until team members are in a position to influence administrative support policy and procedures at their work sites. Opportunities for developmental assignments may also exist at a team member's home project or office. Cross-training in other positions provides team members with increased skills while it provides the project or individual office with a greater degree of flexibility. For example, a secretary might be cross-trained to become familiar with the preparation of the budget and the tracking of budget documents.

**6-8. On-The-Job Training Experience.** On-the-job training (see Table 6-5) consists of special tasks and assignments or temporary duty assignments in other positions. This provides the team member with the opportunity to enhance current job functions and improve or learn new skills that improve current level of performance as well as prepare to compete for more complex higher grade positions. This type of experience ensures that lower grade administrative support team members have an opportunity to become familiar with the many different aspects of office and program administration. To fully function in administrative support positions, particularly at project and district natural resources management offices where there is significant contact with the public, team members must be fully cognizant of the various policies, guidelines, and procedures that guide the operation of the office or project. Because of the dynamic nature and complexity of many of these documents, an annual reading of a number of them is necessary. Such documents include standard operating procedures (SOP), project brochures, procurement guidelines, etc. While entry-level team members are not regularly assigned to perform more difficult tasks, this phase of training can prepare the individual for potential future opportunities.

**TABLE 6-4. DEVELOPMENTAL ASSIGNMENTS FOR PROJECT LEVEL ADMINISTRATIVE SUPPORT TEAM MEMBERS**

GRADE	LOCATION	TYPE AND DURATION OF ASSIGNMENT
<b>GS 3-9</b>	District	(HR) Assignment within NRM branch or operations division office (minimum 2 weeks)
	District	(R) Rotational assignment within other organizations such as F&A, human resources, contracting, operations division office (minimum 2 weeks)
	Field Office	(R) Rotational or exchange assignment with other field offices
(M) Mandatory		
(HR) Highly Recommended		
(R) Recommended		

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**TABLE 6-5. ON-THE-JOB TRAINING EXPERIENCE FOR ADMINISTRATIVE SUPPORT TEAM MEMBERS**

***Policies and Procedures***

Review Policies and Procedures for the Project  
Review Project Operational Management Plans  
Review Project SOPS to include reservation system, AUPS, office security, as well as administrative procedures  
Participation in administration of recreation user fee program  
Review emergency notification procedures

***Office Administration***

Gain knowledge of authorized project purposes, shore line management, Department of the Army Section 10 and 404 permits, NRMS system  
Participate in budget preparation  
Participate in administration of BPAs, Form 44's, and Ordering Officer activities  
Participate in Golden Age Passport and Golden Access Passport system  
Communicate in writing  
Prepare various reports such as those for fuel consumption, energy use, etc.  
Complete worker's compensation forms and reports

***Customer Service***

Provide assistance to visitors  
Use proper telephone etiquette and communicate verbally in a clearly understandable manner

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**6-9. Career Advancement Paths.** Typically, the career paths for administrative support team members follow no linear or systematic pattern. There is generally room for some vertical movement within specific positions when individuals are hired at grades below the full performance level of positions. Opportunities for vertical mobility are greater in district and division offices where staffs are larger and opportunities are more numerous. Administrative support team members may also find opportunities within the Corps by transferring from the natural resources management element to another element. For example, a field office purchasing agent may pursue a career path by advancing to a district office procurement/contracting position in the contracting division. Opportunities for supervisory positions are very limited at project offices because of the limited sizes of administrative support staffs.